

Workgroup Name and #: Management (#5)

1. Charge:

Phase 1 products

- By March 2005, recommend a management system to support the stationary source regulatory strategy. Define best practices used by other states, state agencies, and businesses that operate in a decentralized environment. Ensure the management system results in state-wide consistency and that it supports environmental goals and public health needs. Clearly define roles and responsibilities for managers, accountability, use of peer review, needed staffing levels, job descriptions, training requirements. Evaluate the viability of an EMS as one potential type of management system to support the stationary source regulatory strategy.
- By September 2004, conduct root cause analysis to determine why past permit improvement initiatives have failed, incorporate lessons learned in management structure and system recommendations (LAB report due Sept, 2004).
- By December 2004, define roles and responsibilities and accountability mechanism for making documents available on the website (Customer Service #1).
- By February 2005 define the skill sets and organizational culture needed for staff and managers.
- By March 2005, define data needed by managers to effectively manage the program and provide this to workgroup 6 to include in IT development.
- By June 2004 define the short term process to be used to answer questions (Process #3). By March 2005 define the long term process and tools to be used to answer questions.
- By January, 2005, develop methods to secure continuous customer feedback.
- By January, 2005, develop data driven environmental goals and outcomes for the Air Permits Program, and the methodology that will be used to demonstrate how the primary compliance document aids in meetings these goals and outcomes (Environment #1).

Phase 2 products

- By December 2005, ensure that staff and managers have and maintain the skills defined in Phase 1. Define a mechanism for continuously evaluating competency.
- Beginning March, 2005, coordinate with Workgroup 6 to test and pilot IT tools developed to effectively manage the program.
- Work with Air Management Team, the Air & Waste Management Team and other appropriate DNR staff to secure approvals of needed changes so that Permits Program Management System is in place by December, 2005.
- By December, 2005, develop means of providing information for sharing progress on implementation of Permits Program Management System with internal and external stakeholders.
- By June, 2005, coordinate with Workgroup 6 to demonstrate how the primary compliance document aids in meeting environmental goals and outcomes by fostering compliance, promoting improved environmental performance, and rewarding businesses that go beyond compliance.

2. Targets that Apply to this Workgroup:

Process

- Target: By December 2005, develop, document, communicate, and manage an updated, consistent and accurate process for issuing, renewing, and revising, permits. Incorporate procedures for any new regulatory approaches into the process. Update procedures regularly. Workgroup 5 is responsible for defining how the process will be managed. The long-term management group responsible for roll-out will be responsible for ensuring that the process is managed and updated.
- Target: Answer Questions on permit process and permit policy quickly and accurately resulting in a consistent statewide program providing certainty to staff, permittees and the public. Workgroup 5

defines this process both short-term and long-term. Workgroup 6 is responsible for automating, if needed.

- Target: Make 100% of permit decisions according to deadlines specified in 2003 WI Act 118. Workgroup 5 is responsible for defining tracking information that will allow this to be managed and will define responsibilities and accountability mechanism. (Note: This overlaps with current work of AMT.)

Customer Service

- Target: Track key events of permit applications in "real time". By December, 2004, make event tracking and support documents available on the Department's website in a timely manner for all customers. By July 2006, the Air program will be able to receive and process applications electronically. Workgroup 5 is responsible for defining the roles and responsibilities of managers and staff with respect to tracking of key events.

Environment

- Target: The Air Program sets data driven environmental goals and outcomes. By June 2005, demonstrate how the primary compliance document aids in meeting these goals and outcomes by fostering compliance, promoting improved environmental performance and rewarding businesses that go beyond compliance.

Financial

- Target: By June 2006, reduce the hours spent per permit review, renewal, and revision by an average of 20-40% while providing equal or better environmental protection. Workgroup 5 is responsible for ensuring their management system recommendations support achieving this goal, however other workgroups will have a more direct link to this target.
- Target: By June 2006, reduce by 40-50% the need to revise or modify permits. This could be accomplished by: sharing draft permits, incorporating flexibility; utilizing, modifying, or expanding exemptions; offering alternatives; or refining existing regulations. Evaluate the results of these strategies to ensure that they are consistent with our environmental and public input goals. Workgroup 5 is responsible for ensuring their management system recommendations support this and other continuous improvement evaluation efforts.
- Target: Continue allocating resources in alignment with funding constraints, to support program priorities and customer needs. Workgroup 5 is responsible for ensuring that roles and responsibilities for financial management are clearly addressed in their management system recommendations.

Innovation & Learning

- Target: By February 2005, define the skill sets and organizational culture needed for staff and managers to work effectively and consistently with permits and other regulatory strategies. By December 2005, ensure that staff and managers have and maintain the skills defined. Workgroup 5 is directly responsible for this target.
- Target: Whenever a new permit regulation or regulatory strategy is developed or updated, the Air Program actively works with partners to ensure there is effective communication, opportunity for input, and an appropriate level of education. Workgroup 5 is responsible for ensuring that roles and responsibilities for training and communication are clearly addressed in their management system recommendations.

3. Expected Improvements resulting from workgroup products:

- APII Recommendations:
- ACT 118 Requirements: Timelines.
- EPA NOD Requirements: Allocation of Resources, Co-mingled funds. Backlog.
- LAB Requirements: Address management system deficiencies. Report to legislative audit committee September 2005.

4. People/Expertise/Skills to be On the Workgroup:

Criteria: Management expertise. Experience successfully managing the air permit process.

DNR Lead:

Process Management Expert:

Cultural Change Expert

Region representation: Region Air Team Supervisors

Central Office representation: Section Chiefs

Permit and compliance air staff

AWMT representation

Team representation: permit and compliance team leaders

Externals from facilities or other agencies with well functioning decentralized management systems

Resource	FY04-4	FY05-1	FY05-2	FY05-3	FY05-4	FY06-1	FY06-2	Total
Workgroup Leader	100	100	75	75	75	75	75	575
Process Management Expert	75	75	50	50	50	50	50	400
Cultural Change Expert	75	75	50	50	50	50	50	400
Regional Air Team Sups (ea)	75	75	50	50	50	50	50	400
Section Chiefs(ea)	75	75	50	50	50	50	50	400
AWMT member	75	75	50	50	50	50	50	400
Permit staff (ea)	75	75	50	50	50	50	50	400
Compliance staff (ea)	75	75	50	50	50	50	50	400
Op Permits Team Leader	75	75	50	50	50	50	50	400
Const. Permits Team Leader	75	75	50	50	50	50	50	400
Externals (ea)								
Total	775	775	525	525	525	525	525	

5. Other people or projects this workgroup should coordinate with:

Workgroup 1 – Data Integration

Workgroup 3 – Stationary Source Strategy

Workgroup 2 – Public Involvement

Workgroup 6 – Permit IT Solutions

Long-term Stationary Source Management Team(Phase 3 Roll-out)

6. Dependencies – (what products does this workgroup rely on from others):

Workgroup 3 – Stationary Source Strategy

Workgroup 4 – Traditional Permits